

# July 2003

## EH Training Calendar

*Click on course for details & small calendars for months*

Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
		1	2	3	4	5	
6	7 <div>Advanced Project Management Concepts - 10 day course - WASH,DC - sch thru 8/20/03 - CHRIS #001023</div>	8	9 <div>Summer Safety Program</div>	10	11	12	
13	14	15	16	17 <div>Project Mgmt Essentials For IT - 8wks</div>	18	19	
		Situational Leadership - CHRIS#000399 ses#0008					
		Advanced Risk Mgmt - CHRIS#001042					
Contracts Types Bid Evaluation Award - CHRIS#001030							
20	21	22	23	24	25	26	
		PMCDP Acquisition Strategy - CHRIS#001027					
		Performance Based Contracting - CHRIS#001040					
		Contract Administration for Technical Representatives (PRS17)-CHRIS#...					
		Operational Readiness Reviews - CHRIS#001039					
27	28 <div>Project Management Essentials - 10 day course -RICHLAND- scheduled thru 9/19/03 - CHRIS#00102</div>	29	30	31			
		Contract Administration for Technical Representatives - CHRIS #00005...					
		June <div>S M T W T F S</div> <div>1 2 3 4 5 6 7</div> <div>8 9 10 11 12 13 14</div> <div>15 16 17 18 19 20 21</div> <div>22 23 24 25 26 27 28</div> <div>29 30</div>				August <div>S M T W T F S</div> <div>3 4 5 6 7 8 9</div> <div>10 11 12 13 14 15 16</div> <div>17 18 19 20 21 22 23</div> <div>24 25 26 27 28 29 30</div> <div>31</div>	

# August 2003

## EH Training Calendar

*Click on course for details & small calendars for months*

Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
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3	4	5	6	7	8	9	
		CSRS Retirement Prep - CHRIS#000033 ses#0030					
10	11	12	13	14	15	16	
		The Inspirational Leader - CHRIS #001113 ses#0001	FERS Retirement Prep - CHRIS#000033 ses#0029				
			PMCDP Project Risk Mgmt - CHRIS#001033				
			PMCDP Program Mgmt &Portfolio Analysis - CHRIS#001025				
			Earned Value Mgmt Systems - CHRIS#001026				
			Federal Budgeting Process in DOE (PMMS11) CHRIS#000235 ses#0011				
			PMCDP Federal Budget Process - CHRIS#001034				
17	18	19	20	21	22	23	
Systems & Practices in DOE - 10 day course - CHRIS#001024 ses#			Pre-Project Planning/Project Alignment - CH...				
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		July S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31				September S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	

# September 2003

## EH Training Calendar

*Click on course for details & small calendars for months*

Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
		PMCDP Leadership/Supervision - CHRIS#001045				
		Contract Administration for Technical Representatives (PRS17)-CHRIS#...				
		Advanced Risk Mgmt - CHRIS#001042				
14	15	16	17	18	19	20
		Valuing &Leveraging Diversity - CHRIS #001114 ses#0001				
		Types of Contracts (PRCE04)- CHRIS#000227 s...				
21	22	23	24	25	26	27
				Coaching &Counseling for Improved Perform- ance - CHRIS #000072 ses#0001		
		CSRS Retirement Preparation Seminar - CHRIS #000033 SES #0025-0028				
		Changing Dimensions of DOE (PSIN22) - CHRIS#000089 ses#0007 &0008				
		Project Mgmt Sumulation - CHRIS#001029				
28	29	30				
		Federal Personnel Proc- edures for Managing HR - CHRIS #000831 ses#0002				
		Financial Planning &Thrift Savings Plan (HQ225) - CHRIS#000029 ses#0006				
		August S M T W T F S 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31		October S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31		

*Click on course for details & small calendars for months*

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# November 2003

## *EH Training Calendar*

*Click on course for details & small calendars for months*

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# December 2003

## *EH Training Calendar*

*Click on course for details & small calendars for months*

Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2 Power &Influence - CHRIS#001116 ses#0001	3 Constructive Conflict Resolution - CHRIS #000071 ses#0009	4	5	6
		CSRS Retirement Preparation Seminar - CHRIS #000033 SES #...				
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## OFFICE OF TRAINING AND HUMAN RESOURCE DEVELOPMENT FY 2003 TRAINING SCHEDULE

Attached is the Professional Skills and Technical Training Program Schedule. Although other courses are available in the Professional Skills course curriculum, only the courses that are scheduled are shown on this list. A complete list of courses can be requested via site training coordinators.

Four additional supplemental fee courses have been added to the list below (\*). Participants in the following courses will be assessed a \$100 per day fee as follows:

Contract Administration for Technical Representatives (COR) (PRS17)	3 days =\$300.00
CSRS/FERS Retirement Preparation Seminar (HQ231)	3 days =\$300.00
Program Management Overview (PGM01)	5 days =\$500.00
Federal Budgeting Process (PMMS11)	4 days =\$400.00
Breaking the Code: Understanding Project Management (PMCE04) *	3 days =\$300.00
Purchase Card Training (PRCE10) *	2 days =\$200.00
Purchase Card Refresher Training (PRCE11) *	1 day =\$100.00
Getting Back to Basics (Corporate Training) *	3 days =\$300.00

**REGISTRATION:** *For courses that have a fee, a completed SF-182, “Request, Authorization, Agreement, and Certification of Training” form including approval signatures must be submitted to the Office of Training and Human Resource Development no later than 30 days prior to course start date.* An SF-182 is **not** required for courses that **do not** have a fee. These SF-182's may be faxed to the program registrar at (202) 287-1658. For more information, please contact your training coordinator.

**POINTS OF CONTACT:** For additional information, not available in this schedule, please contact the appropriate individual below:

Logistical and schedule information	Dee Campos, Program Registrar	(202) 287-1988
Program or course content information	Jackie Battle, Project Manager	(202) 287-1583
	Sherdona Fryer, Project Manager	(202) 287-1644
Corporate Training	Jeanne Williams, Project Manager	(202) 287-1685
Retirement Preparation Seminar	Peggy Robinson, Program Coordinator	(202) 586-2591
Course development & customization	Craig West, Program Manager	(202) 287-1637

Also included in this training schedule is the Office of Engineering and Construction Management's (OECM) Project Management Career Development Program (PMCDP) curriculum. OECM has identified specific training needs and developed a training curriculum for project managers. Following is a list of the training courses:

Project Management Essentials	Systems and Practices in DOE
Advanced Project Management Concepts	Acquisition Strategy
Portfolio Analysis	Earned Value Management Systems
Project Management Simulation	Pre-Project Planning/Project Alignment
Contracts Types Bid Evaluation Award	Level 4 Project Management Course
Project Risk Management	Contract Officer's Representatives
Federal Budget Process	Integrated Safety Management
Scope Management/Work Breakdown Structure	Value Engineering
Labor Management Relations	Operational Readiness Reviews
Performance Based Contracting	Advanced Leadership
Advanced Risk Management	Strategic Planning
Negotiations Strategies and Techniques	Systems Engineering
Cost and Schedule Estimation	Leadership/Supervision
NEPA and Environmental Regulations	

POINT OF CONTACT: For additional information, not available in this schedule, please contact the following individuals below:

Program or course content information	Wanda Chambers, Program Manager	(202) 586-8115
	Rajeev Railan, Program Manager	(202) 586-3620



# OFFICE OF TRAINING AND HUMAN RESOURCE DEVELOPMENT

## FY-2003 Training Schedule

DATE	CHRIS CODE	SESSION #	LOCATION	COST
<b>ACQUISITION AND ASSISTANCE SERIES</b>				
<b><u>Contract Administration For Technical Representative (PRS17)</u></b> <span style="float:right"><b>3 Days</b></span>				
Designed for employees who have valuable technical or functional expertise but little formal training in procurement, who need to know what to do when tasked to be Contracting Officer's Representative (COR) on a DOE non-M&O prime contract. Topics include: authorities and responsibilities; ethics; communicating with the contracting officer; understanding the contract; contract planning; modifying contracts; ratifying contracts; issuing task orders; exercising contract options; evaluating contractor performance; handling performance problems; completing the contract; and contract termination.				
<b>Recommended prerequisite(s): none</b>				
<b>Target participants: personnel tasked to be CORs who need the required 24 hours of formal training</b>				
March 25-27, 2003	000058	0047	GTN Bldg., Room E-301	\$300.00
May 6-8, 2003		0045	Bldg. 950, Room 710	
July 22-24, 2003		0048	Bldg. 950, Room 710	
September 9-11, 2003		0046	Bldg. 950, Room 710	
<b><u>Acquisition Management for Technical Personnel (PRS16)</u></b> <span style="float:right"><b>5 Days</b></span>				
This course is intended for a non-procurement audience. The course is ideal for program and project personnel involved in generating procurement requests or participating in source selection activities. Participants will receive a solid foundation in the processes and applications of acquisition activities that happen before a contract is awarded. Topics include: ethics; contracting methods; types of contracts; pre-award process; contract administration; and trends in Government contracting.				
<b>Recommended prerequisite(s): none</b>				
<b>Target participants: program and project personnel</b>				
April 14-18, 2003	000145	0011	Bldg. 950, Room 710	No Cost
<b><u>Purchase Card Training (PRCE10)</u></b> <span style="float:right"><b>2 Days</b></span>				
This course will provide the necessary purchase card training for all personnel who have delegated purchase card authority. The attendees will receive instruction in the basic concepts of Government contracting and accountability, and its implementation via the GSA "SmartPay" program. Attendees will learn how to properly employ this method for individual purchases to provide timely, cost effective support, while maintaining appropriate attention to fiduciary duties. The instructor will present a detailed knowledge of the purchase card process, sufficient to ensure the participants' ability to properly place and administer purchase card transactions in a safe and effective manner; provide general overview of the DOE acquisition environment, procurement methods, and acquisition reform efforts suitable to provide a context for purchase card use; outline the GSA SmartPay Program and DOE purchase card implementation policy/guidance in sufficient detail to recognize overarching program objectives, required buying and administration processes, and to understand purchase card conditions, constraints, and prohibitions; explain the statutory, regulatory, and policy requirements related to procurement integrity/ethics, and their application in a purchase card environment.				
<b>Recommended prerequisite(s): none</b>				
<b>Target participants: required training for personnel who have been delegated for purchase card authority</b>				
June 24-25, 2003	000914	0006	GTN Bldg., Room E-401	\$200.00

**Purchase Card Training Refresher (PRCE11)****1 Day**

This course is designed as a refresher for employees who have already completed the required 2-day training on purchase card delegation/appointment. Topics include: instruction in the basic concepts of Government contracting and accountability, and its implementation via the GSA "SmartPay" program; the purchase card process; an overview of the DOE acquisition environment, procurement methods, and acquisition reform efforts suitable to provide a context for purchase card use; the statutory, regulatory, and policy requirements related to procurement integrity/ethics, and their application in a purchase card environment.

***Recommended prerequisite(s):*** Purchase Card Training

***Target participants:*** personnel who have already taken the required 2-day purchase card training. This course is required once every two years by all purchase card holders and approving officials.

June 26, 2003	001067	0001	GTN Bldg., Room E-401	\$100.00
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***PROGRAM AND PROJECT MANAGEMENT SERIES*****Program Management Overview (PGM01)****5 Days**

This course is designed to help all DOE employees understand key concepts about how DOE programs are managed. It should be taken before other courses in the Program Management series. Participants will receive basic education in DOE strategic planning, budgeting, execution, evaluation and control. Topics include: history of DOE; current and emerging DOE management principles; planning concepts for DOE success; DOE's strategic planning and budget process (the DOE Strategic Management System); multi-year program planning; DOE strategic decision windows; DOE budget and allocation process; Congressional authorization and appropriations process; and program execution, control, and evaluation.

***Recommended prerequisite(s):*** none

***Target participants:*** all DOE employees

May 12-16, 2003	000235	0012	Bldg. 950, Room 710	\$500.00
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**Federal Budgeting Process in DOE (PMMS11)****4 Days**

This course is designed for experienced program and project managers who wish to acquire a working knowledge of DOE's financial and managerial systems needed to accomplish the Department's budgeting and accounting processes. Processes include preparing, reviewing, presenting, and defending budget submissions. Foundation skills are taught in this course that are required to manage a DOE project through its financial life cycle, including managing the flow of funds to programs and projects, validating and funding projects, and resource and funding programs.

***Recommended prerequisite(s):*** PGM01 or PMC10

***Target participants:*** experienced program and project managers

August 12-15, 2003	000412	0011	Bldg. 950, Room 710	\$400.00
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## ***CONTINUING EDUCATION SERIES***

### **Types of Contracts (PRCE04)**

**2 Days**

This course introduces participants to the various types of contracts employed by DOE. It discusses the aspects of consideration of cost risks in selection decisions, and describes the methods of utilizing fixed price economic price adjustment contracts. Participants gain knowledge of structuring and applying incentives pricing and award fee pricing arrangements.

***Recommended Prerequisite(s): none***

***Target Participants:* recommended as an introductory overview course for program and project personnel, or a refresher for previously trained procurement personnel**

April 1-2, 2003	000227	0004	FORS Bldg., Room 1E-245	No Cost
September 16-17, 2003		0005	Bldg. 950, Room 710	

### **Designing, Writing and Measuring Performance Objectives (PRCE09)**

**4 Days**

This course introduces participants to DOE's requirements for, and oversight of, contractor human resource management. Through instruction and exercises, participants gain the skills and knowledge necessary to: describe the essential principles and concepts of the human resource discipline, as practiced by DOE; identify the DOE contractor's requirement for human resource management, including processes, responsibilities, and cost allowability criteria; and demonstrate an understanding of the human resource management performance requirements in the functional area in which they respond and interact with DOE project management staff and contractors.

***Recommended prerequisite(s): none***

***Target participants:* Both DOE human resource and contract management team personnel**

April 9-11, 2003	000055	0006	Bldg. 950, Room 710	No Cost
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### **Breaking the Code: Understanding Project Management (PMCE04)**

**3 days**

The purpose of this course is to introduce participants to DOE's Project Management system and processes in order to improve their performance as members of the project management team. Topics include: the DOE Strategic Management System; the phases of the DOE project management life cycle; the definition of the term "Project Baseline" and its use in managing DOE projects; and the major steps in planning, executing, and successfully completing performance based DOE projects. This is a full three day course.

***Recommended prerequisite(s): none***

***Target Participants:* DOE and DOE-contractor personnel who:**

- interact with and impact DOE-projects, but are not designated as project managers. For example, these participants may be from finance, human resources, training, ES&H, or public affairs
- support, oversee or coordinate various project management activities but are not designated as project managers
- have an interest in applying project management principles, methods and techniques to improving their work processes and results

**This course may be taken by project management personnel who desire a quick refresher on DOE's project management system and processes. However, PMCE04 is not intended to fulfill a course requirement for personnel who are in the project management qualification or certification career path.**

May 27-29, 2003	000062	0030	Bldg. 950, Room 710	\$300
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**Life Cycle Cost Estimating (PMCE01)****2 Days**

This course provides participants with instruction in life cycle cost estimation requirements and policies. Participants apply various techniques and formulae to construct a life cycle cost estimate analysis, and learn how to use life cycle cost estimating in program and project decision-making. PMCE01 addresses the topic of life cycle cost estimating from this decision analysis perspective, rather than from an estimate development perspective. Topics include: a brief history of life cycle cost estimating, current laws, directives and policies; a refresher on the principles of time value of money; analyzing cost estimates to ensure proper incorporation of life cycle estimating principles and decision making; and a review of representative DOE estimates to apply these skills. This is a full two-day course.

***Recommended Prerequisite(s): none***

***Target Participants: DOE personnel whose responsibilities include the development, oversight, or review of program and project cost estimates***

June 10-11, 2003	000281	0006	Bldg. 950, Room 710	No Cost
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## ***INTERDISCIPLINARY SERIES***

**Changing Dimensions of DOE (PSIN22)****4 Days**

This course is designed to provide the participant with knowledge of DOE's changing priorities and to provide an opportunity for active participation in DOE's future. Topics for the sessions include: managing for results in DOE; quality focus; environmental priorities; organizational initiatives; laboratory relationships; public policy process; Congressional policy perspectives; exploration of Capitol Hill; performance management; techniques for positive change in DOE; and developing action plans. Workshops include: Preparing for Change, Planning for Change; and Group Feedback.

***Recommended prerequisite(s): none***

***Target participants: employees at the GS -9 through GS -14 level***

March 25-28, 2003	000089	0007	Bldg. 950, Room 710	No Cost
September 23-26, 2003		0008	Bldg. 950, Room 710	

## ***CORPORATE TRAINING***

**Getting Back to Basics****3 Days**

This course provides a working knowledge of human resources management to help participants with their day to day operations and better manage the work of employees; identify the roles and responsibilities of team leaders, supervisors, and managers; define the supervisor's role in HR management; define the supervisor's role in labor and management relations and in the EEO process; define the supervisor's role in managing a diverse workforce; define the supervisor's roles in safety, health, and worker's compensation.

***Recommended prerequisite(s): none***

***Target participants: employees at the GS -9 through GS -14 level***

June 10-12, 2003	000367	0048	FORS Bldg., Room GH-035	\$300.00
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## ***HEADQUARTERS TRAINING***

### **CSRS Retirement Preparation Seminar (HQ231)**

**3 Days**

This course is designed to stimulate positive thinking toward proper planning for post-retirement years. Emphasis will be placed on advanced pre-retirement planning rather than specific retirement benefits. This seminar will cover: CSRS benefits; health benefits; life insurance; the Thrift Savings Plan; estate planning; financial planning; tax and legal issues; health and fitness or health considerations; social security benefits and medicare; and life after retirement.

***Recommended Prerequisite(s): none***

***Target Participants: open to all DOE employees (CSRS) (employees 5 years from retirement) and their spouses (attendance of a spouse must be noted on the Standard Form 182, Block 16)***

March 25-27, 2003	000033	0025	FORS Bldg., Room 1E-245	\$300.00
May 28-30, 2003		0026	GTN Bldg., Main Auditorium	
September 23-25, 2003		TBD	FORS Bldg., Room TBD	
December 3-5, 2003		0028	GTN Bldg., Main Auditorium	

### **FERS Retirement Preparation Seminar (HQ232)**

**3 Days**

This course is designed to stimulate positive thinking toward proper planning for post-retirement years. Emphasis will be placed on advanced pre-retirement planning rather than specific retirement benefits. This seminar will cover: FERS benefits; health benefits; life insurance; the Thrift Savings Plan; estate planning; financial planning; tax and legal issues; health and fitness or health considerations; social security benefits and medicare; and life after retirement.

***Recommended Prerequisite(s): none***

***Target Participants: open to all DOE employees (FERS) (employees 5 years from retirement) and their spouses (attendance of a spouse must be noted on the Standard Form 182, Block 16)***

June 25-27, 2003	000033	0029	FORS Bldg., Room 1E-245	\$300.00
August 13-15, 2003		0027	GTN Bldg., Main Auditorium	
November 17-19, 2003		TBD	FORS Bldg., Room TBD	

### **CSRS/FERS Mid-Career Retirement Planning Seminar (HQ233)**

**2 Days**

This seminar is designed to help participants develop plans that will improve retirement outlook and position for a more sound financial future. Topics to be discussed include: CSRS/CSRS Offset/FERS retirement benefits; Social Security; Medicare; Thrift Savings Plan; Federal Employees' Health and Life Insurance Programs; Lifestyle changes; health aspects of retirement; financial planning; and legal affairs/estate planning. This seminar is also designed to develop planning skills and insights needed to ensure a healthy, financially sound, and rewarding retirement.

***Recommended Prerequisite(s): none***

***Target Participants: open to all DOE employees within 10-20 years of retirement***

November 12-13, 2003	000116	TBD	FORS Bldg., Room TBD	No Cost
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### **Financial Planning and the Thrift Savings Plan (HQ225)**

**1 Day**

This course will provide a financial overview of investment principles, risk factors, and tax advantages and disadvantages as they apply to the Thrift Savings Plan (TSP), planning for the future, and achieving financial goals.

***Recommended Prerequisite(s): none***

***Target Participants: open to all DOE employees***

April 17, 2003	000029	0006	GTN Bldg., Room E-301	No Cost
September 30, 2003		TBD	FORS Bldg., Room TBD	

## **PROJECT MANAGEMENT CAREER DEVELOPMENT PROGRAM (PMCDP)**

### **Project Management Essentials**

**10 Days**

This course covers a range of high-level Project Management issues specific to the competency needs of a Level 1 Project Manager working within Department of Energy. Project Management Systems and Practices within Department of Energy is the second course in the Level 1 Project Management Curriculum. The topics are designed to provide more in-depth coverage of specific issues critical to the successful project management. Off-line Student/Teacher e-mail support will be available for this course. Specific topics to be covered include Federal Budget Process; NEPA and Environmental Regulations; Capital Assets Order 413.3; and Federal Project Manager Roles and Responsibilities. The target audience is Level 1 Federal Project Managers, Prospective Project Managers, and IPT Members. The course is designed as an Open University Course style to be spread over approximately 6 weeks. It is expected that there will be three 2-3 day resident seminars interspersed in the courseware. The course will be inclusive of e learning, knowledge management tools, a learning organization approach and regularly scheduled distance learning sessions once or twice a week. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The focus will be on Systems and practices within the Department of Energy. Upon completion of this course the student will be able to articulate the varied aspects of project management and develop a plan for these subjects for application at a Level 1 Project Management environment. The student will be able to work through all aspects of the Case study and defend the course of action chosen.

**Recommended Prerequisite(s): none**

**Target Participants: Level 1 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 years experience in Project management and should currently be sitting in a project management position of a project with a total project cost of 5 to 20 million dollars.**

May 5-June 27, 2003	001022	TBD	On-site sessions - Chicago	
July 28-September 19, 2003		TBD	On-site sessions - Richland	

### **Advanced Project Management Concepts**

**10 Days**

This course covers a range of high-level project management issues specific to the competency needs of a Level 2 Project Manager and builds upon issues covered in the Level 1 Project Management courses ie. Project Management Essentials and Project Management Systems and Practices within Department of Energy. Specific topics to be covered include Briefing Techniques; Quality Management; Integrated Safety Management; Systems Engineering; Value Engineering; Pre-project Planning; Automated Scheduling Software; and Design Reviews. The target audience for this course is Level 2 Project Managers.. The target audience is Level 2 Federal Project Managers, Prospective Project Managers, and IPT Members. The course is designed as an Open University Course style to be spread over approximately 6 weeks. It will be instructor lead but delivered via Video Telcon and through Energy On-Line. It is expected that there will be two 2-3 day resident seminars interspersed in the courseware. The course will be inclusive of e learning, knowledge management tools, a learning organization approach and regularly scheduled distance learning sessions once or twice a week. Attendance at all on site sessions as well as the distance learning sessions is required for Credit for this course. The objective of this course is prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. Upon completion of this course the student will be able to articulate the varied aspects of project management for projects with a Total Project Cost (TPCoF \$20M to \$100M and develop a plan for these subjects for application at a Level 2 Project Management environment. The student will be able to work through all aspects of the Case study and defend the course of action chosen.

**Recommended Prerequisite(s): none**

**Target Participants: Level 2 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 to 10 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of 20 to 100 million dollars.**

July 7-August 20, 2003	001023	TBD	On-site sessions – Washington, DC	
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**Systems and Practices in DOE****10 Days**

This course covers a range of high-level Project Management issues specific to the competency needs of a Level 1 Project Manager working within Department of Energy. Project Management Systems and Practices within Department of Energy is the second course in the Level 1 Project Management Curriculum. The topics are designed to provide more in-depth coverage of specific issues critical to the successful project management. Off-line Student/Teacher e-mail support will be available for this course. Specific topics to be covered include Federal Budget Process; NEPA and Environmental Regulations; Capital Assets Order 413.3; and Federal Project Manager Roles and Responsibilities. The target audience is Level 1 Federal Project Managers, Prospective Project Managers, and IPT Members. The course is designed as an Open University Course style to be spread over approximately 6 weeks. It is expected that there will be three 2-3 day resident seminars interspersed in the courseware. The course will be inclusive of e learning, knowledge management tools, a learning organization approach and regularly scheduled distance learning sessions once or twice a week. The objective of this course is prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The focus will be on Systems and practices within the Department of Energy. Upon completion of this course the student will be able to articulate the varied aspects of project management and develop a plan for these subjects for application at a Level 1 Project Management environment. The student will be able to work through all aspects of the Case study and defend the course of action chosen.

***Recommended Prerequisite(s): none******Target Participants: Level 1 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 years experience in Project management and should currently be sitting in a project management position of a project with a total project cost of 5 to 20 million dollars.***

April 7-May 23, 2003	001024	0002	On-site sessions in Chicago	
June 2-July 25, 2003		TBD	On-site sessions TBD	
June 3-July 26, 2003		TBD	On-site sessions TBD	
August 18-September 26, 2003		TBD	On-site sessions TBD	
August 18-September 26, 2003		TBD	On-site sessions TBD	

**PMCDP Program Management & Portfolio Analysis****5 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 3 Certification. This course covers a range of project management issues specific to the competency needs of a Level 3 Project Manager. This course is designed to allow the participants to have the full Program Management experience through an automated simulation. The simulation case study and the actual projects presented by the participants will be worked through the simulation exercises so that the participant can have hands on experience of all aspects of program management for interrelated projects. The simulation should cover a range of high-level Portfolio Analysis issues. The simulation should focus on collaboration skills, communication skills and challenges of vying for and defending requirements for resources. The simulation will not specifically teach these subjects but provide for simulation exercises that exercise the knowledge and skills of specific topics. This course will consist of a one week Program Management Simulation. The course will be inclusive of e-learning, knowledge management tools, a learning organization approach, team collaboration exercises, independent exercises, group dynamics and automated simulation tools. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the Case study and defend the course of action chosen. The objective of this course is to allow the students to have the full program management experience through an automated simulation. Focus will be on collaboration, defending resources and creative compromise to meet needs of multiple projects with related interests in one program.

***Recommended Prerequisite(s): none******Target Participants: Level 3 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 10 to 20 years experience in Project Management and should currently be sitting in a project or program management position of a project with a total project cost of \$100M to \$400M.***

August 12-14, 2003	001025	TBD	On-site sessions – Washington, DC	
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**Earned Value Management Systems****5 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 1 Certification. This course covers a range of high-level Project Management issues specific to the competency needs of a Level 1 Project Manager in Earned Value Management Systems. Provides Project Managers with the knowledge and skills to integrate the technical, cost, and schedule baseline of projects utilizing Earned Value Management Systems (EVMS). The course will focus on EVMS processes and techniques for organizing, planning, authorizing work, monitoring performance, and controlling baseline. These processes and techniques will include the graphical organization, cost, and schedule of the technical baseline in a project Work Breakdown Structure (WBS); selection of the appropriate EVMS technique for the elements of the WBS; collection, interpretation, and reporting of the EV data; and control of the baseline. The course length will be formatted for three to four days. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. Upon completion of this course the student will be able to articulate the varied aspects of project management and develop a plan for application at a Level 1 Project Management environment. The student will be able to work through all aspects of the Case study and defend the course of action chosen as it pertains to Earned Value Management Systems.

***Recommended Prerequisite(s): none******Target Participants: Level 1 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 years experience in Project management and should currently be sitting in a project management position of a project with a total project cost of 5 to 20 million dollars.***

June 10-12, 2003	001026	TBD	On-site sessions TBD	
August 12-14, 2003		TBD	On-site sessions TBD	

**PMCDP Acquisition Strategy****10 Days**

This course covers a range of project management issues specific to the competency needs of a Level 1 Project Manager. This course provides the DOE Project Manager with a high-level review of the key phases, processes, recent changes, and major current issues in DOE acquisition activities. Emphasis is placed on the requirements generation, solicitation and contract award functions. The course provides participants from all areas of acquisition with an improved systems -level understanding of the acquisition process, how its various functions and phases interact with one another and the challenges practitioners face from an application, management, and ethics perspective. Application of the information is reinforced through a series of practical exercises that emphasize commercial practices and simplified acquisition procedures. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the Case study and defend the course of action chosen. The student will be able to identify and plan for the key decisions as well as utilizing the resources of the Integrated Project Team (IPT). The emphasis is on the pre CD 0 planning.

***Recommended Prerequisite(s): none******Target Participants: Level 1 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 years experience in Project management and should currently be sitting in a project management position of a project with a total project cost up to 20 million dollars.***

July 23-25, 2003	001027	TBD	On-site sessions TBD	
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**Project Management Simulation****5 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 2 Certification. This course covers a range of project management issues specific to the competency needs of a Level 2 Project Manager. The objective of this course is to allow the students to have the full project management experience through an automated simulation. The simulation case study and discussions of actual projects presented by the students will be worked through the simulation exercises so that the student can have hands on experience of all aspects of project management for related projects. The simulation covers a range of high-level project management issues included in the Level 1 courses and the Level 2 Project Management Course. The simulation will not specifically teach these subjects but provide for simulation exercises that exercise the knowledge and skills of specific topics. This course will consist of a one week Project Management Simulation. The course will be inclusive of e-learning, knowledge management tools, a learning organization approach, team collaboration exercises, independent exercises, group dynamics and automated simulation tools. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the Case study and defend the course of action chosen. The objective of this course is to allow the students to have the full project management experience through an automated simulation.

***Recommended Prerequisite(s): none******Target Participants: Level 2 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 to 10 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$20M to \$100M.***

June 16-20, 2003	001029	TBD	On-site sessions TBD	
September 22-26, 2003		TBD	On-site sessions TBD	

**Contracts Types Bid Evaluation Award****5 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 1 Certification. This course covers a range of project management issues specific to the competency needs of a Level 1 Project Manager. This course encompasses the entire contracting process from receipt of a purchase request through contract completion, including closeout with emphasis on Commercial Contracting. Students are introduced to the organization and utilization of the Federal Acquisition Regulation (FAR) and the DOE supplement to the FAR (DEARS), as well as ethics and basic contract law. Types of contracts and methods of contracting will be discussed. Application of the information is reinforced through a series of practical exercises that emphasize commercial practices and simplified acquisition procedures. Emphasis will be on the contract types, the bid evaluation and contract award process. Specific focus will be on Performance Based Initiate (PBI) Contracting. The objective of this course is to prepare the student to be knowledgeable and to address Executive Project Management Responsibilities for the contract process. The student will be able to explain the contract process and identify and plan for the key aspects of different types of contracts and how they affect the project.

***Recommended Prerequisite(s): none******Target Participants: Level 1 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have up to 5 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost up to \$20M.***

July 14-18, 2003	001030	TBD	On-site sessions TBD	
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**Level 4 Project Management Course****4 Days**

This course is designed to provide the student with high-level skills of how to address issues/activities of specific importance to Level 4 Project Managers to congress, the public and the media. Specifically, this course will provide the student with information regarding the Congressional hearing and public hearing processes that impact the activities of a Level 4 project manager. Topics within this course are intended to provide the student with an understanding of what communications skills should be used in dealing with Congress and the public as well as the most effective ways of utilizing these skills. Topics include: Congressional organization and leadership, Congressional committees, and the Federal Budget appropriation process. Additional topics will be reviewed and participants will be encouraged to share their experiences as senior-level managers who have been involved in the project management process. The target audience for this course is Level 4 Project Managers. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of case studies and defend the course of action chosen. The participant will also be exposed to how they would be received when presenting to congress, the public and in both written and televised mediums.

***Recommended Prerequisite(s): none******Target Participants:* Level 4 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 10 to 20 years experience in Project Management and should currently be sitting in a project or program management position of a project with a total project cost of over \$400M.**

TBD	001031	TBD	On-site sessions TBD	
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**Pre-Project Planning/Project Alignment****5 Days**

Provides "hands-on" skills training in how to plan a project, complete conceptual design documentation, and develop a plan for executing that project. The course teaches skills necessary for planning projects under DOE Order 413.3 and PM Manuals. Taking a systems engineering approach to project planning, the course emphasizes the development of project scope through clear, up-front project definition. The course focuses on the pre-conceptual (Pre-CD 0) and conceptual phases (CD 0) of the project life cycle through Critical Decision 2. The course also includes significant emphasis on the topic of project alignment. Skills practiced include how to review pre -conceptual documentation to develop a firm understanding of the project's functional requirements, and how to prepare a plan for conducting conceptual design. Also included in this course is instruction on how to review and evaluate conceptual design documents. The course concludes with how to prepare and review a Project Execution Plan, the document that will be used to manage the project during project execution and closeout. The target audience for this course is Level 3 Project Managers. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The participant will be able to work through all aspects of case studies and defend the course of action chosen.

***Recommended Prerequisite(s): none******Target Participants:* Level 3 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 10 to 20 years experience in Project Management and should currently be sitting in a project or program management position of a project with a total project cost of \$100M to \$400M.**

June 17-18, 2003	001032	TBD	On-site sessions TBD	
August 20-21, 2003		TBD	On-site sessions TBD	

**PMCDP Project Risk Management****3 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 2 Certification. This course covers a range of project management issues specific to the competency needs of a Level 2 Project Manager. This course teaches students how to determine project risks and how to develop risk management and mitigation strategies to address those risks. The course will provide students with project risk management topics but will also focus on current risk management issues affecting the typical DOE project manager. It will define Risk Management and distinguish between health/environmental risk and project risk; types of risk, how it is identified in a project management setting, and tools and techniques of risk quantification. Students will also learn how to evaluate potential risk probability and consequences, determine risk factors, and select risk management or mitigation strategies. Topic areas for this course include Risk Identification, Risk Quantification, and Risk Response Development. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.

***Recommended Prerequisite(s): none******Target Participants: Level 2 to 4 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 to 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$20M to \$100M.***

May 6-8, 2003	001033	TBD	On-site sessions TBD	
June 10-12, 2003		TBD	On-site sessions TBD	
August 12-14, 2003		TBD	On-site sessions TBD	

**PMCDP Federal Budget Process****5 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 2 Certification. This course covers a range of project management issues specific to the competency needs of a Level 2 Project Manager. Provides students with an overview of the major phases and participation in the federal budget process. Students will learn how the federal budget process can impact the role of the Project Manager and how to best deal with the impacts through contingency planning. Students will gain an understanding, up to macro level, how the budget is formulated; recognize the impact of the Government Performance and Results Act (GPRA); and major phases and timing in the budget process. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.

***Recommended Prerequisite(s): none******Target Participants: Level 2 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 to 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$20M to \$100M.***

May 5-9, 2003	001034	TBD	On-site sessions TBD	
August 11-15, 2003		TBD	On-site sessions TBD	

**Operational Readiness Reviews****2 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 Certification. This course covers a range of project management issues specific to the competency needs of a Level 3 Project Manager. Provides a high level overview of the ORR process and how it can affect DOE project management activities. The course will delineate the roles and responsibilities of DOE-HQ, DOE Site, and contractor personnel regarding the ORR process. Emphasis will be placed on the reporting mechanisms utilized within a typical ORR and how the project manager can use such reports. The course will include an examination of Safety Analysis Reports (SARs) which can be used to ensure that: (a) the accident analyses adequately consider all credible scenarios; (b) all appropriate engineered safety systems which are necessary to prevent accidents or mitigate the on-site and off-site consequences of those accidents are identified; and (c) the information obtained from the updated Fire Hazards Analysis is consistent with the accident analyses. The class will also focus on selection methods for ORR team members to ensure that a team of technically qualified individuals are available. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.

***Recommended Prerequisite(s): none******Target Participants: Level 3 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$100M to \$400M.***

July 21-23, 2003	001039	TBD	On-site sessions TBD	
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**Performance Based Contracting****4 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 Certification. This course covers a range of project management issues specific to the competency needs of a Level 3 Project Manager. This course provides a high level overview of Performance Based Services Contracting and how it can affect DOE project management activities. Upon completion, the students will understand the essential elements of performance-based services contracts, how to develop performance work statements and quality assurance plans, contract administration of performance-based services contracts, and the Federal and contractor roles and responsibilities. Students will practice performance-based management contracting approaches as teams. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.

***Recommended Prerequisite(s): none******Target Participants: Level 3 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$100M to \$400M.***

May 19-20, 2003	001040	TBD	On-site sessions TBD	
July 22-24, 2003		TBD	On-site sessions TBD	

**PMCDP Advanced Leadership****10 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 4 Certification. This course covers a range of project management issues specific to the competency needs of a Level 4 Project Manager. Provides the advanced knowledge and skills Federal Project Managers need in order to be outstanding team leaders and managers. Attendees will learn methods to bring their team to a higher performance level by confidently managing tasks and motivating team members to be the best they can be. Topic areas include role of the leader; vision, values and ethics; leadership planning; driving change; developing a plan for action; effective leadership models; and multi-program resource management. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.

***Recommended Prerequisite(s): none******Target Participants: Level 4 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost over \$400M.***

TBD	001041	TBD	On-site sessions TBD	
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**Advanced Risk Management****3 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 4 Certification. This course covers a range of project management issues specific to the competency needs of a Level 4 Project Manager. The objective of this course is to provide students with an overview of more advanced Risk Management principles. The training will build upon the concepts included in the basic course and will review topics that are appropriate for Level 2 Federal Project Managers. In addition to a review of topics covered in the basic course, students will receive training on the impact of technology development and how new technology risk affects the typical project. The course also integrates a representative project management software risk analysis tool, using laptop computers, to demonstrate current modeling tools and techniques in managing risk. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.

***Recommended Prerequisite(s): none***

***Target Participants:* Level 4 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost over \$400M.**

May 6-8, 2003	001042	TBD	On-site sessions TBD	
July 15-17, 2003		TBD	On-site sessions TBD	
September 8-10, 2003		TBD	On-site sessions TBD	

**PMCDP Strategic Planning****10 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 4 Certification. This course covers a range of project management issues specific to the competency needs of a Level 4 Project Manager. Provides a high-level overview of strategic planning topics for Level 4 Federal Project Managers. The student will be introduced to theories and techniques to improve productivity, formulate and implement a planning process and make better strategic decisions. Students will be shown how to prepare strategic plans that give specific direction, yet remain flexible enough to be responsive to changing conditions. Upon completion the student will be able to determine the viability of implementing a strategic plan. The student should be able to gauge leadership's commitment to the implementation of a strategic plan. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.

***Recommended Prerequisite(s): none***

***Target Participants:* Level 4 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost over \$400M.**

TBD	001043	TBD	On-site sessions TBD	
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**Cost and Schedule Estimation****10 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 2 Certification. This course covers a range of project management issues specific to the competency needs of a Level 2 Project Manager. Provides students with a high-level overview of cost and schedule estimation techniques necessary for successful project management. Students will receive practical skills training on how to develop independent cost and schedule estimates and how such estimates factor into a project's baseline. The course teaches skills used across the project life cycle, but focuses on estimates developed in project planning and the early stages of project execution (preliminary design). The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects cost estimating with actual scenarios and defend the course of action chosen.

***Recommended Prerequisite(s): none***

***Target Participants:* Level 2 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 to 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$20M to \$100M.**

June 23-27, 2003	001044	TBD	On-site sessions TBD	
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<b><u>PMCDP Leadership/Supervision</u></b>				<b>3 Days</b>
<p>This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 2 Certification. Provides the leadership/supervision skills necessary for successful project management. Participants will learn methods to bring their team to a higher performance level by confidently managing tasks and motivating team members to be the best they can be. Topic areas include leadership principles and styles, human resources and motivational techniques, project team building, organizing and motivating team members, identifying individual strengths and weaknesses, coaching, mentoring, and effective methods for tracking team performance. The objective of this course is prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of various leadership and supervisory scenarios and defend the course of action chosen.</p> <p><b>Recommended Prerequisite(s): none</b></p> <p><b>Target Participants: Level 2 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 to 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$20M to \$100M.</b></p>				
September 9-11, 2003	001045	TBD	On-site sessions TBD	
<b><u>NEPA and Environmental Regulations</u></b>				<b>3 Days</b>
<p>This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 Certification. This course covers a range of project management issues specific to the competency needs of a Level 3 Project Manager. Provides the student with a broad-based knowledge of regulatory requirements applicable to DOE and its mission and facilities (both nuclear and non-nuclear), including current issues and future regulatory directions. The course also provides an overview of the major regulatory acts and agencies that govern DOE operations and the related impact on the activities of a project manager. An explanation of the relationship between state and Federal regulatory agencies and the DOE is provided and participants will gain an understanding of the engineering role in regulatory compliance. Specific emphasis will be placed on the impact of NEPA and how it affects project management activities in the long run. The objective of this course is to prepare the participant to address Executive Project Management Responsibilities for subject areas described in the course description. The participant will be able to work through all aspects of NEPA and Engineering regulations.</p> <p><b>Recommended Prerequisite(s): none</b></p> <p><b>Target Participants: Level 3 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$100M to \$400M.</b></p>				
April 15-17, 2003	001046	TBD	On-site sessions TBD	
<b><u>Negotiations Strategies and Techniques</u></b>				<b>3 Days</b>
<p>This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 Certification. This course covers a range of project management issues specific to the competency needs of a Level 3 Project Manager. This course provides attendees with methods and strategies designed to improve their performance during negotiations. Attendees will learn how to improve their ability to develop a negotiation plan, prioritize issues, improve persuasion techniques, and arrive at satisfactory settlements. The student will be able to recognize and use leverage and how to adjust to the media used in the negotiation. Focus of the course will also be on understanding the structure, techniques, and approaches available to the student when seeking to positively influence an outcome. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of negotiating and defend the course of action chosen.</p> <p><b>Recommended Prerequisite(s): none</b></p> <p><b>Target Participants: Level 3 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$100M to \$400M.</b></p>				
April 21-25, 2003	001047	TBD	On-site sessions TBD	

# ***PROJECT MANAGEMENT CAREER DEVELOPMENT PROGRAM (PMCDP)***

## ***TRAINING SCHEDULE***

***Please Note: Participants are expected to attend at least 90% of the course session and required to complete course assignments before a certificate is issued. Participants are expected to travel to training sites for Open University course styles that include 2-3 day resident seminars (i.e., Project Management Essentials and Project Management Systems and Practices in the DOE.***

The attached schedule announces several upcoming courses available through the Project Management Career Development Program (PMCDP) that meet training requirements for certification. Target participants include prospective Project Managers, Federal Project Managers, and Integrated Project Team (IPT) members. Additional details about these and other courses can be obtained through CHRIS Workflow.

**REGISTRATION PROCEDURE:** Please initiate your training request through CHRIS Workflow or contact your Training Coordinator for assistance.

**POINT OF CONTACT:** For questions pertaining to this course, please contact Wanda Chambers, Program Manager, on (202) 586-8114.

### **Project Management Essentials**

This course is required for PMCDP Level 1 Certification. This course covers a range of high-level Project Management issues specific to the competency needs of a Level 1 Project Manager working within the Department of Energy. Project Management Essentials within Department of Energy is the first course in the Level 1 Project Management Curriculum. The topics are intended to provide the student with a high-level overview of issues directly affecting day-to-day project management activities within DOE. Off-line Student/Teacher e-mail support will be available for this course. Specific topics to be covered include Project Risk Management; EVMS and Project Reporting; Life Cycle Cost Estimating; Leadership and Teambuilding; WBS Development and Project Scope Baseline; Communications; Configuration Management; Project Planning and Resource Loaded Scheduling; Contract Types; and Bid Evaluation and Award Process. The target audience is Level 1 Federal Project Managers, Prospective Project Managers, and IPT Members. The course is designed as an Open University Course style to be spread over approximately 2 months. It is expected that there will be three 2-3 day resident seminars interspersed in the courseware. The course will be inclusive of e learning, knowledge management tools, a learning organization approach and regularly scheduled distance learning sessions once or twice a week.

**Recommended Prerequisite(s):** none

**Target Participants:** Level 1 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 3 years experience in Project management and should currently be sitting in a project management position of projects with a total project cost of 5 to 20 million dollars.

July 28 – September, 2003	001022	0006	Oakland Operations Office, Room TBD
July 28 – September, 2003 (IT)		0007	Albuquerque Operations Office, Room TBD
September 15 – November, 2003		0008	Albuquerque Operations Office, Room TBD

### **Systems and Practices in DOE**

This course covers a range of high-level Project Management issues specific to the competency needs of a Level 1 Project Manager working within Department of Energy. Project Management Systems and Practices within Department of Energy is the second course in the Level 1 Project Management Curriculum. The topics are designed to provide more in-depth coverage of specific issues critical to the successful project management. Off-line Student/Teacher e-mail support will be available for this course. Specific topics to be covered include Federal Budget Process; NEPA and Environmental Regulations; Capital Assets Order 413.3; and Federal Project Manager Roles and Responsibilities. The target audience is Level 1 Federal Project Managers, Prospective Project Managers, and IPT Members. The course is designed as an Open University Course style to be spread over approximately 7 weeks. It is expected that there will be three 2-3 day resident seminars interspersed in the courseware. The course will be inclusive of e learning, knowledge management tools, a learning organization approach and regularly scheduled distance learning sessions once or twice a week. The objective of this course is prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The focus will be on Systems and practices within the Department of Energy. Upon completion of this course the student will be able to articulate the varied aspects of project management and develop a plan for these subjects for application at a Level 1 Project Management environment. The student will be able to work through all aspects of the Case study and defend the course of action chosen.

**Recommended Prerequisite(s):** none

**Target Participants:** Level 1 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 3 years experience in Project management and should currently be sitting in a project management position of projects with a total project cost of 5 to 20 million dollars.

August 18 – September 26, 2003	001024	0003	Albuquerque Operations Office, Room TBD
October 1 – November, 2003		0004	Chicago Operations Office, Room TBD



### **PMCDP Program Management & Portfolio Analysis Simulation**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 3 Certification. This course covers a range of project management issues specific to the competency needs of a Level 3 Project Manager. This course is designed to allow the participants to have the full Program Management experience through an automated simulation. The simulation case study and the actual projects presented by the participants will be worked through the simulation exercises so that the participant can have hands on experience of all aspects of program management for interrelated projects. The simulation should cover a range of high-level Portfolio Analysis issues. The simulation should focus on collaboration skills, communication skills and challenges of vying for and defending requirements for resources. The simulation will not specifically teach these subjects but provide for simulation exercises that exercise the knowledge and skills of specific topics. This course will consist of a one week Program Management Simulation. The course will be inclusive of e-learning, knowledge management tools, a learning organization approach, team collaboration exercises, independent exercises, group dynamics and automated simulation tools. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the Case study and defend the course of action chosen. The objective of this course is to allow the students to have the full program management experience through an automated simulation. Focus will be on collaboration, defending resources and creative compromise to meet needs of multiple projects with related interests in one program.

**Recommended Prerequisite(s):** none

**Target Participants:** Level 3 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have at least 7 years experience in Project Management and should currently be sitting in a project or program management position of projects with a total project cost of \$100M to \$400M.

August 18-22, 2003 November 3-7, 2003	001025	0001 0002	Wallops Island, VA, Room TBD Idaho Operations Office, Room TBD
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### **Earned Value Management Systems**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 1 Certification. This course covers a range of high-level Project Management issues specific to the competency needs of a Level 1 Project Manager in Earned Value Management Systems. Provides Project Managers with the knowledge and skills to integrate the technical, cost, and schedule baseline of projects utilizing Earned Value Management Systems (EVMS). The course will focus on EVMS processes and techniques for organizing, planning, authorizing work, monitoring performance, and controlling baseline. These processes and techniques will include the graphical organization, cost, and schedule of the technical baseline in a project Work Breakdown Structure (WBS); selection of the appropriate EVMS technique for the elements of the WBS; collection, interpretation, and reporting of the EV data; and control of the baseline. The course length is formatted for 3 days. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. Upon completion of this course the student will be able to articulate the varied aspects of project management and develop a plan for application at a Level 1 Project Management environment. The student will be able to work through all aspects of the Case study and defend the course of action chosen as it pertains to Earned Value Management Systems.

**Recommended Prerequisite(s):** Project Management Essentials

**Target Participants:** Level 1 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 3 years experience in Project management and should currently be sitting in a project management position of projects with a total project cost of 5 to 20 million dollars.

June 10-12, 2003 August 12-14, 2003	001026	0006 0007	Oak Ridge Operations Office, Room G-059 Chicago Operations Office, Room TBD
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**Project Management Simulation**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 2 Certification. This course covers a range of project management issues specific to the competency needs of a Level 2 Project Manager. The objective of this course is to allow the students to have the full project management experience through an automated simulation. The simulation case study and discussions of actual projects presented by the students will be worked through the simulation exercises so that the student can have hands on experience of all aspects of project management for related projects. The simulation covers a range of high-level project management issues included in the Level 1 courses and the Level 2 Project Management Course. The simulation will not specifically teach these subjects but provide for simulation exercises that exercise the knowledge and skills of specific topics. This course will consist of a one week Project Management Simulation. The course will be inclusive of e-learning, knowledge management tools, a learning organization approach, team collaboration exercises, independent exercises, group dynamics and automated simulation tools. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the Case study and defend the course of action chosen.

**Recommended Prerequisite(s):** none

**Target Participants:** Level 2 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have at least 5 years experience in Project Management and should currently be sitting in a project management position of projects with a total project cost of \$20M to \$100M.

June 16-20, 2003	001029	0001	Germantown Building, Room E-401
October 6-10, 2003		0002	Oakland Operations Office, Room TBD
October 20-24, 2003		0003	Albuquerque Operations Office, Room TBD

**Pre-Project Planning/Project Alignment**

Provides "hands-on" skills training in how to plan a project, complete conceptual design documentation, and develop a plan for executing that project. The course teaches skills necessary for planning projects under DOE Order 413.3 and PM Manuals. Taking a systems engineering approach to project planning, the course emphasizes the development of project scope through clear, up-front project definition. The course focuses on the pre-conceptual (Pre-CD 0) and conceptual phases (CD 0) of the project life cycle through Critical Decision 2. The course also includes significant emphasis on the topic of project alignment. Skills practiced include how to review pre-conceptual documentation to develop a firm understanding of the project's functional requirements, and how to prepare a plan for conducting conceptual design. Also included in this course is instruction on how to review and evaluate conceptual design documents. The course concludes with how to prepare and review a Project Execution Plan, the document that will be used to manage the project during project execution and closeout. The target audience for this course is Level 3 Project Managers. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The participant will be able to work through all aspects of case studies and defend the course of action chosen.

**Recommended Prerequisite(s):** none

**Target Participants:** Level 3 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have at least 7 years experience in Project Management and should currently be sitting in a project or program management position of projects with a total project cost of \$100M to \$400M.

August 20-21, 2003	001032	0001	Chicago Operations Office, Room TBD
October 20-21, 2003		0002	Oakland Operations Office, Room TBD
December 9-10, 2003		0003	Albuquerque Operations Office, Room TBD

# ***PROJECT MANAGEMENT CAREER DEVELOPMENT PROGRAM (PMCDP)***

## ***TRAINING SCHEDULE***

***Please Note: Participants are expected to attend at least 90% of the course session and required to complete course assignments before a certificate is issued. Participants are expected to travel to training sites for Open University course styles that include 2-3 day resident seminars (i.e., Project Management Essentials and Project Management Systems and Practices in the DOE.***

The attached schedule announces several upcoming courses available through the Project Management Career Development Program (PMCDP) that meet training requirements for certification. Target participants include prospective Project Managers, Federal Project Managers, and Integrated Project Team (IPT) members. Additional details about these and other courses can be obtained through CHRIS Workflow.

**REGISTRATION PROCEDURE:** Please initiate your training request through CHRIS Workflow or contact your Training Coordinator for assistance.

**POINT OF CONTACT:** For questions pertaining to this course, please contact Wanda Chambers, Program Manager, on (202) 586-8114.

### **Project Management Essentials**

This course is required for PMCDP Level 1 Certification. This course covers a range of high-level Project Management issues specific to the competency needs of a Level 1 Project Manager working within the Department of Energy. Project Management Essentials within Department of Energy is the first course in the Level 1 Project Management Curriculum. The topics are intended to provide the student with a high-level overview of issues directly affecting day-to-day project management activities within DOE. Off-line Student/Teacher e-mail support will be available for this course. Specific topics to be covered include Project Risk Management; EVMS and Project Reporting; Life Cycle Cost Estimating; Leadership and Teambuilding; WBS Development and Project Scope Baseline; Communications; Configuration Management; Project Planning and Resource Loaded Scheduling; Contract Types; and Bid Evaluation and Award Process. The target audience is Level 1 Federal Project Managers, Prospective Project Managers, and IPT Members. The course is designed as an Open University Course style to be spread over approximately 2 months. It is expected that there will be three 2-3 day resident seminars interspersed in the courseware. The course will be inclusive of e learning, knowledge management tools, a learning organization approach and regularly scheduled distance learning sessions once or twice a week.

**Recommended Prerequisite(s):** none

**Target Participants:** Level 1 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 3 years experience in Project management and should currently be sitting in a project management position of projects with a total project cost of 5 to 20 million dollars.

July 28 – September, 2003	001022	0006	Oakland Operations Office, Room TBD
July 28 – September, 2003 (IT)		0007	Albuquerque Operations Office, Room TBD
September 15 – November, 2003		0008	Albuquerque Operations Office, Room TBD

### **Systems and Practices in DOE**

This course covers a range of high-level Project Management issues specific to the competency needs of a Level 1 Project Manager working within Department of Energy. Project Management Systems and Practices within Department of Energy is the second course in the Level 1 Project Management Curriculum. The topics are designed to provide more in-depth coverage of specific issues critical to the successful project management. Off-line Student/Teacher e-mail support will be available for this course. Specific topics to be covered include Federal Budget Process; NEPA and Environmental Regulations; Capital Assets Order 413.3; and Federal Project Manager Roles and Responsibilities. The target audience is Level 1 Federal Project Managers, Prospective Project Managers, and IPT Members. The course is designed as an Open University Course style to be spread over approximately 7 weeks. It is expected that there will be three 2-3 day resident seminars interspersed in the courseware. The course will be inclusive of e learning, knowledge management tools, a learning organization approach and regularly scheduled distance learning sessions once or twice a week. The objective of this course is prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The focus will be on Systems and practices within the Department of Energy. Upon completion of this course the student will be able to articulate the varied aspects of project management and develop a plan for these subjects for application at a Level 1 Project Management environment. The student will be able to work through all aspects of the Case study and defend the course of action chosen.

**Recommended Prerequisite(s):** none

**Target Participants:** Level 1 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 3 years experience in Project management and should currently be sitting in a project management position of projects with a total project cost of 5 to 20 million dollars.

August 18 – September 26, 2003	001024	0003	Albuquerque Operations Office, Room TBD
October 1 – November, 2003		0004	Chicago Operations Office, Room TBD

### **PMCDP Program Management & Portfolio Analysis Simulation**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 3 Certification. This course covers a range of project management issues specific to the competency needs of a Level 3 Project Manager. This course is designed to allow the participants to have the full Program Management experience through an automated simulation. The simulation case study and the actual projects presented by the participants will be worked through the simulation exercises so that the participant can have hands on experience of all aspects of program management for interrelated projects. The simulation should cover a range of high-level Portfolio Analysis issues. The simulation should focus on collaboration skills, communication skills and challenges of vying for and defending requirements for resources. The simulation will not specifically teach these subjects but provide for simulation exercises that exercise the knowledge and skills of specific topics. This course will consist of a one week Program Management Simulation. The course will be inclusive of e-learning, knowledge management tools, a learning organization approach, team collaboration exercises, independent exercises, group dynamics and automated simulation tools. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the Case study and defend the course of action chosen. The objective of this course is to allow the students to have the full program management experience through an automated simulation. Focus will be on collaboration, defending resources and creative compromise to meet needs of multiple projects with related interests in one program.

**Recommended Prerequisite(s):** none

**Target Participants:** Level 3 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have at least 7 years experience in Project Management and should currently be sitting in a project or program management position of projects with a total project cost of \$100M to \$400M.

August 18-22, 2003  
November 3-7, 2003

001025

0001  
0002

Wallops Island, VA, Room TBD  
Idaho Operations Office, Room TBD

### **Earned Value Management Systems**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 1 Certification. This course covers a range of high-level Project Management issues specific to the competency needs of a Level 1 Project Manager in Earned Value Management Systems. Provides Project Managers with the knowledge and skills to integrate the technical, cost, and schedule baseline of projects utilizing Earned Value Management Systems (EVMS). The course will focus on EVMS processes and techniques for organizing, planning, authorizing work, monitoring performance, and controlling baseline. These processes and techniques will include the graphical organization, cost, and schedule of the technical baseline in a project Work Breakdown Structure (WBS); selection of the appropriate EVMS technique for the elements of the WBS; collection, interpretation, and reporting of the EV data; and control of the baseline. The course length is formatted for 3 days. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. Upon completion of this course the student will be able to articulate the varied aspects of project management and develop a plan for application at a Level 1 Project Management environment. The student will be able to work through all aspects of the Case study and defend the course of action chosen as it pertains to Earned Value Management Systems.

**Recommended Prerequisite(s):** Project Management Essentials

**Target Participants:** Level 1 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 3 years experience in Project management and should currently be sitting in a project management position of projects with a total project cost of 5 to 20 million dollars.

June 10-12, 2003  
August 12-14, 2003

001026

0006  
0007

Oak Ridge Operations Office, Room G-059  
Chicago Operations Office, Room TBD

**Project Management Simulation**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 2 Certification. This course covers a range of project management issues specific to the competency needs of a Level 2 Project Manager. The objective of this course is to allow the students to have the full project management experience through an automated simulation. The simulation case study and discussions of actual projects presented by the students will be worked through the simulation exercises so that the student can have hands on experience of all aspects of project management for related projects. The simulation covers a range of high-level project management issues included in the Level 1 courses and the Level 2 Project Management Course. The simulation will not specifically teach these subjects but provide for simulation exercises that exercise the knowledge and skills of specific topics. This course will consist of a one week Project Management Simulation. The course will be inclusive of e-learning, knowledge management tools, a learning organization approach, team collaboration exercises, independent exercises, group dynamics and automated simulation tools. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the Case study and defend the course of action chosen.

**Recommended Prerequisite(s):** none

**Target Participants:** Level 2 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have at least 5 years experience in Project Management and should currently be sitting in a project management position of projects with a total project cost of \$20M to \$100M.

June 16-20, 2003	001029	0001	Germantown Building, Room E-401
October 6-10, 2003		0002	Oakland Operations Office, Room TBD
October 20-24, 2003		0003	Albuquerque Operations Office, Room TBD

**Pre-Project Planning/Project Alignment**

Provides "hands-on" skills training in how to plan a project, complete conceptual design documentation, and develop a plan for executing that project. The course teaches skills necessary for planning projects under DOE Order 413.3 and PM Manuals. Taking a systems engineering approach to project planning, the course emphasizes the development of project scope through clear, up-front project definition. The course focuses on the pre-conceptual (Pre-CD 0) and conceptual phases (CD 0) of the project life cycle through Critical Decision 2. The course also includes significant emphasis on the topic of project alignment. Skills practiced include how to review pre-conceptual documentation to develop a firm understanding of the project's functional requirements, and how to prepare a plan for conducting conceptual design. Also included in this course is instruction on how to review and evaluate conceptual design documents. The course concludes with how to prepare and review a Project Execution Plan, the document that will be used to manage the project during project execution and closeout. The target audience for this course is Level 3 Project Managers. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The participant will be able to work through all aspects of case studies and defend the course of action chosen.

**Recommended Prerequisite(s):** none

**Target Participants:** Level 3 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have at least 7 years experience in Project Management and should currently be sitting in a project or program management position of projects with a total project cost of \$100M to \$400M.

August 20-21, 2003	001032	0001	Chicago Operations Office, Room TBD
October 20-21, 2003		0002	Oakland Operations Office, Room TBD
December 9-10, 2003		0003	Albuquerque Operations Office, Room TBD



## **PROFESSIONAL SKILLS TRAINING PROGRAM** **TRAINING ANNOUNCEMENT**

**COURSE TITLE:** CONTRACT ADMINISTRATION FOR TECHNICAL REPRESENTATIVES (PRS17)

**CHRIS CODE:** 000058

**SESSION NO.:** 0053

**COURSE DATE:** July 29-31, 2003

**COST:** \$300.00

**LOCATION:** U.S. Department of Energy  
19901 Germantown Road  
Training Room E-301  
Germantown, MD 20874

**TIME:** 8:30 a.m. - 4:00 p.m.

*[Please be advised that this course satisfies the COR requirement of the Project Management Career Development Program (PMCDP).]*

**TARGET AUDIENCE:** Personnel tasked to be COR's who may not necessarily have formal training in procurement.

**COURSE DESCRIPTION:** This 3-day course is designed for employees who have valuable technical or functional expertise but little formal training in procurement, who need to know what to do when tasked to be a Contracting Officer's Representative (COR) on a DOE non-M&O prime contract. Topics include: authorities and responsibilities; ethics; communicating with the contracting officer; understanding the contract; contract planning; modifying contracts; ratifying contracts; issuing task orders; exercising contract options; evaluating contractor performance; handling performance problems; completing the contract; and contract termination.

**COURSE OBJECTIVES:** Upon completion of the course, each participant should be able to:

- ◆ Understand DOE's approach to contract administration.
- ◆ Describe the role of the COR, particularly in relation to the contracting officer and the contractor.
- ◆ Identify the duties of the COR and how to effectively complete assigned responsibilities.

**REQUIREMENT:** This is a 24-hour requirement course. **All participants must attend the full 3-days of training to receive credit, re-certification, and certificate of completion.**

**REGISTRATION PROCEDURE:** Please contact your training coordinator for registration in the Corporate Human Resource Information System (CHRIS) or initiate your training request through CHRIS Workflow.

**POINT OF CONTACT:** For questions pertaining to this course or to request a fax copy of the course agenda, please contact Sherdona Fryer, Project Manager, Acquisition and Assistance Program at (202) 287-1644 or email me at [\[Sherdona.Fryer@hq.doe.gov\]](mailto:Sherdona.Fryer@hq.doe.gov).

# PROJECT MANAGEMENT CAREER DEVELOPMENT PROGRAM

## TRAINING ANNOUNCEMENT

### EARNED VALUE MANAGEMENT SYSTEMS (EVMS)

*Sponsored by:*

**THE OFFICE OF ENGINEERING AND CONSTRUCTION  
MANAGEMENT (ME-90)**

This course is required for PMCDP Level 1 Certification. This course covers a range of high-level Project Management issues specific to the competency needs of a Level 1 Project Manager in Earned Value Management Systems. Provides Project Managers with the knowledge and skills to integrate the technical, cost, and schedule baseline of projects utilizing Earned Value Management Systems (EVMS). The course will focus on EVMS processes and techniques for organizing, planning, authorizing work, monitoring performance, and controlling baseline. These processes and techniques will include the graphical organization, cost, and schedule of the technical baseline in a project Work Breakdown Structure (WBS); selection of the appropriate EVMS technique for the elements of the WBS; collection, interpretation, and reporting of the EV data; and control of the baseline. The course length will be formatted for three to four days.

The course objective is to prepare the student to address Executive Project Management responsibilities for subject areas described in the course description. Upon completion of this course the student will be able to:

- articulate the varied aspects of project management;
- develop a plan for application at a Level 1 Project Management environment;
- work through all aspects of the Case study; and
- defend the course of action chosen as it pertains to Earned Value Management Systems.

**TARGET AUDIENCE:** Level 1 Federal Project Directors, prospective Project Directors and IPT Members. Attendees at this course should have 3 years experience in project management and should currently be sitting in a project management position with a total project cost of 5 to 20 million dollars.

**CHRIS CODE:** 001026 **SESSION #:** 0005

**COURSE DATE:** August 12-14, 2003

**LOCATION:** Chicago Operations Office  
Argonne National Laboratory-East (ANL-E)  
Exchange Club, Bldg 617  
Argonne, IL 60439

**TIME:** 8:30 a.m. to 5:00 p.m.

**REGISTRATION PROCEDURE:** Please initiate your training request through CHRIS Workflow or contact your Training Coordinator for registration assistance.

**POINT OF CONTACT:** For questions pertaining to PMCDP or this course, please contact Wanda Chambers, Program Manager, on (202) 586-8114.

In accordance with implementing DOE Order M 413.3-1, Project *Management for the Acquisition of Capital Assets*, the title of DOE's federal "project manager" was changed to "project director".



# PROJECT MANAGEMENT CAREER DEVELOPMENT PROGRAM

## TRAINING ANNOUNCEMENT

### **PROJECT MANAGEMENT ESSENTIALS FOR IT**

*Sponsored by:*

**THE OFFICE OF ENGINEERING AND CONSTRUCTION  
MANAGEMENT (ME-90)**

This course is required for PMCDP Level 1 Certification. This course covers a range of high-level Project Management issues specific to the competency needs of a Level 1 Project Director working within the Department of Energy. Project Management Essentials within Department of Energy is the first course in the Level 1 Project Management Curriculum. The topics are intended to provide the student with a high-level overview of issues directly affecting day-to-day project management activities within DOE. Off-line Student/Teacher e-mail support will be available for this course. Specific topics to be covered include Project Risk Management; EVMS and Project Reporting; Life Cycle Cost Estimating; Leadership and Teambuilding; WBS Development and Project Scope Baseline; Communications; Configuration Management; Project Planning and Resource Loaded Scheduling; Contract Types; and Bid Evaluation and Award Process. The course is designed as an Open University Course style to be spread over approximately 2 months. It is expected that there will be three 2- to 3-day resident seminars interspersed in the courseware. The course will be inclusive of e-learning, knowledge management tools, a learning organization approach and regularly scheduled distance learning sessions once or twice a week.

***Recommended Prerequisite(s):*** none

***Target Participants:*** Level 1 Federal Project Directors, prospective Project Directors and IPT Members. Attendees at this course should have 3 years experience in Project management and should currently be sitting in a project management position of projects with a total project cost of 5 to 20 million dollars.

**CHRIS CODE:** 001022      **SESSION #:** 0010

**COURSE DATES:** July 17 – October 3, 2003 ((See example below)      **COURSE DURATION:** 8 Weeks

**LOCATION:** Germantown Building  
Room CA-219  
Germantown, MD

**TIME:** 1:00 p.m. to 3:00 p.m.

**REGISTRATION PROCEDURE:** Please initiate your training request through CHRIS Workflow or contact your Training Coordinator for registration assistance.

**POINTS OF CONTACT:** For questions pertaining to PMCDP or this course, please contact Wanda Chambers, Program Manager, on (202) 586-8114.

## **Project Management Essentials Eight-Week Schedule Example**

**Project Management Essentials** (Example for a session beginning in May):

First class = May 5 - televideo from 1-3:00pm

Week 2 = May 19 televideo from 1-3 pm

Week 3 = June 3 and June 5 televideo 1-3 pm

Week 4 = On-Site Resident Seminar for June 10, 11, 12 8 am- 4 pm

Week 5 = June 17 and June 19 televideo from 1-3 pm

Week 6 = June 24 and June 26 On-Site Resident Seminar or can be conducted via televideo from 8 am-4 pm

Week 7 = On-Site Resident Seminar July 8, 9, 10 from 8 am - 4 pm

Week 8 = July 15 and July 17 televideo from 1-3 pm

**HEADQUARTERS EMPLOYEES  
WORKLIFE CENTER**

**LUNCH-N-LEARN ANNOUNCEMENT**

**SESSION TITLE:**     **Summer Safety Program**

**COURSE DATE:**       July 9, 2003

**LOCATION:**           Germantown Building, Room E-401

**TIME:**               11:30 a.m. to 1:30 p.m.

**COST:**               \$0.00

**TARGET AUDIENCE:** Open to all DOE personnel.

**COURSE DESCRIPTION:** This program is designed to provide information that will help you enjoy a safe, accident free summer. This session is entitled "Personal and Workplace Preparedness: Being Ready for All Hazards." District Chief James Resnick, Montgomery County Fire and Rescue Service will present the briefing.

*Please feel free to bring your lunch, or a snack, to the session. Accommodations for people with disabilities will be provided upon request.*

**REGISTRATION PROCEDURE:** ***Please contact the Germantown Health Unit on 301-903-4275 or [healthunitgtn@hq.doe.gov](mailto:healthunitgtn@hq.doe.gov) <<mailto:healthunitgtn@hq.doe.gov>> to reserve a seat for this session.***

**POINT OF CONTACT:** For questions pertaining to this session that are not covered in the above information, please contact: Mary Stann, Program Manager, on (301) 903-4275.

*None of the information or opinions presented at this session constitutes or should be inferred to be an endorsement or recommendation of any product, service, or enterprise by the Federal Government, Department of Energy or any employee of the Department of Energy*

## OFFICE OF TRAINING AND HUMAN RESOURCE DEVELOPMENT FY 2003 SUPERVISORY AND MANAGERIAL TRAINING SCHEDULE

Attached is the Supervisory and Managerial Training Schedule. Additional supervisory and managerial training may be available and scheduled in the Professional Skills course schedule.

Participants registered to attend the following courses will be assessed a \$100 per day:

Situational Leadership	2 days
The Inspirational Leader	1 day
Valuing and Leveraging Diversity	1 day
Coaching and Counseling for Improved Performance	1 day
Federal Personnel Procedures for Managing Human Resources	3 days
Management Skills for Supervisors, Managers and Team Leaders	2 days
Creative Problem Solving and Decision-Making	2 days
Team Building for Managers, Supervisors and Team Leaders	1 day
Managing Change	1 day
Power and Influence	1 day
Constructive Conflict Resolution	1 day

**REGISTRATION:** *A completed SF-182, "Request, Authorization, Agreement, and Certification of Training" form including approval signatures and appropriation codes must be submitted to the Office of Training and Human Resource Development no later than 30 days prior to course start date.* A copy of the completed SF-182 may be faxed to the program registrar at (202) 287-1658. For more information, please contact your training coordinator.

**POINTS OF CONTACT:** For additional information, not available in this schedule, please contact the appropriate individual below:

Logistical and schedule information	Dee Campos, Program Registrar	(202) 287-1988
Supervisory and Managerial Training Program Information	Jeanne Williams, Project Manager	(202) 287-1685

## **DOE SUPERVISORY AND MANAGERIAL TRAINING COURSE DELIVERY SCHEDULE**

### **SITUATIONAL LEADERSHIP**

***Date:* July 15-16, 2003**

***Location:* FORS Building, Room GH-035**

***CHRIS Code:* 000399**

***SESSION #:* 0008**

***Cost:* \$200.00**

This one-day workshop will focus on different theories of leadership, with an emphasis on situational leadership theory. Using a diagnostic instrument, participants will identify their preferred leadership styles. Through case studies and exercises, participants will get practice in diagnosing situations to determine appropriate leadership styles and demonstrating the skills that support each style.

By the end of the workshop, participants will be able to:

- Define leadership
  - Recognize the four styles of leadership
  - Determine when each style would be appropriate
  - Identify his or her preferred style(s)
  - Demonstrate the appropriate supportive and directive behaviors for each style
- 

### **THE INSPIRATIONAL LEADER**

***Date:* August 12, 2003**

***Location:* FORS Building, Room GH-035**

***CHRIS Code:* 001113**

***SESSION #:* 0001**

***Cost:* \$100.00**

This 1-day workshop is designed to help new and experienced managers better communicate with peers, employees and upper management. Focus is on learning individual leadership style; how and when to use all styles and how to adapt each style to accommodate a win/win solution and motivate employees.

By the end of the workshop, participants will be able to

- Identify their own leadership style
- Increase awareness regarding own leadership style
- Increase awareness of leadership style differences
- Increase effective internal communications, i.e., managing meetings

## **VALUING AND LEVERAGING DIVERSITY**

**Date: September 17, 2003**  
**CHRIS Code: 001114**

**Location: FORS Building, Room GH-027**  
**SESSION #: 0001 Cost: \$100.00**

This 1-day workshop is designed to address basic concepts of diversity. The focus is on the fast-changing workforce demographics; understanding how to manage the changing workforce and how to use the change to build a high performing team. Participants will also learn how to respect, understand, value and seek out individual differences to achieve the vision and mission of the organization.

By the end of the workshop, participants will be able to:

- Understand the history of diversity and approaches taken to address it
- Explore the value of cultural, ethnic, gender and other individual differences
- Understand diversity as an asset and how to leverage it to build a high performing team and organization
- Learn and expand their understanding of workplace demographic trends
- Develop an individual Diversity Action Plan

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## **COACHING & COUNSELING FOR IMPROVED PERFORMANCE**

**Date: September 25, 2003 Location: FORS Building, Room GH-035**  
**CHRIS Code: 000072 SESSION #: 0001 Cost: \$100.00**

Through case studies and role-plays, participants will practice conducting effective goal setting, progress review, and performance appraisal discussions, as well as diagnosing performance problems to determine effective solutions, implementation and follow-up.

Upon completion of the workshop, participants will be able to:

- State the steps to be followed in conducting effective goal setting, progress review and performance appraisal discussions
- Identify key questions to be asked in diagnosing performance problems
- Develop possible solutions for a variety of performance problems
- Practice the steps of effective coaching

**FEDERAL PERSONNEL PROCEDURES FOR MANAGING  
HUMAN RESOURCES**

**Dates:** Sept. 30-Oct. 2, 2003

**Location:** Building 950, Room 710

**CHRIS Code:** 000831

**SESSION #:** 0002

**Date:** Dec. 9-11, 2003

**Building 950, Room 710**

**Session #:** 0003

**Cost:** \$300.00

This 3-day is designed to examine the manager's role in achieving and sustaining mission accomplishment through effective and efficient management of human and technical resources. Focus is on the management functions of planning, organizing, directing, and controlling. Course content include supervisory/managerial responsibilities in position management and classification, staffing, employee development, employee relations, equal employment opportunity and diversity, and labor management relations.

Participants will:

- Define the management functions of planning, organizing, directing and controlling
- State the purpose of the Federal Personnel Management System
- Identify prohibited personnel practices and Merit System Principles
- State the provisions of the Whistleblower Protection Act

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**MANAGEMENT SKILLS FOR SUPERVISORS,  
MANAGERS AND TEAM LEADERS**

**Date:** October 29-30, 2003 **Location:** Building 950, Room 710

**CHRIS Code:** 001115

**SESSION #:** 0001

**Cost:** \$200.00

This is a 2-day course for new supervisors/managers who must make the transition from employee to manager. Course focus is on the supervisory/managerial functions of planning, organizing, directing and controlling. A variety of instructional methods include simulations, role plays, video-tapes, guided discussions and case studies will be used during the course.

At the conclusion of this workshop, participants will be able to:

- Recognize the most critical challenges faced by new supervisors/managers and develop strategies to successfully meet these challenges
- Create a climate for effective communication
- Develop objectives and action plans
- Describe the different leadership styles in situational leadership theory and choose styles in relationship to individual employee competencies and commitment
- Identify four developmental stages of teams and pinpoint appropriate leadership styles for each stage
- Use the performance diagnosis process and motivation theories in analyzing performance and discipline problems

## **CREATIVE PROBLEM-SOLVING AND DECISION-MAKING**

**Date: November 5-6, 2003   Location: Building 950, Room 710**  
**CHRIS Code: 000285   SESSION #: 0006   Cost: \$200.00**

This is a 2-day workshop designed to enable participants to learn a step-by-step process for identifying, analyzing, and resolving problems. Focus is on applying concepts and techniques to an integrated approach to creative problem solving and making effective decisions in ways that increase personal and organizational performance. Course content include examining the Kepner-Tregoe method of problem analysis and decision analysis; potential problem/opportunity analysis and situation appraisal. Additional focus is on questioning and listening skills, and transferring skills to the job.

Participants will:

- Ask incisive questions for making sound decisions
- Solve critical problems and manage complex issues
- Differentiate between root problems and their symptoms
- Use decisive actions to attack problems rather than reacting to them
- Work more effectively in teams and include input of others in problem-solving/decision making
- Apply proven principles for problem solving and understand the steps and processes for effective decision making

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## **TEAM BUILDING FOR MANAGERS, SUPERVISORS AND TEAM LEADERS**

**Date: November 18, 2003   Location: Building 950, Room 710**  
**CHRIS Code: 000839   SESSION #: 0004   Cost: \$100.00**

In this one-day workshop, participants will examine the effects of competition, cooperation, risk taking and trust by playing the “Game of Life”. Steps that managers, supervisors and team leaders can take to build cooperation, while maintaining the critical analysis necessary for effective decision-making will be emphasized through a video, case studies, and discussion.

Upon completing the workshop, participants will be able to:

- Identify the effects of competition and cooperation on teams
- Recognize the symptoms of group-think
- Practice strategies for building cooperation on teams
- State the steps a leader can take to prevent group-think
- Identify ways of building trust in organizations



## MANAGING CHANGE

**Date: November 19, 2003 Location: Building 950, Room 710**  
**CHRIS Code: 000619 Session #: 0006 Cost: \$100.00**

This one-day workshop will address the stages employees go through in responding to change. Through case studies and exercises, participants will examine typical behaviors at each stage and learn techniques that team leaders, supervisors and managers can take to become more effective change agents.

By the end of the workshop, participants will be able to:

- State the four stages of responding to change
  - Identify the characteristic behaviors of each stage
  - Recognize ways in which managers can be most helpful in easing the transition through each stage
  - Use force field analysis to plan for organizational change
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## POWER AND INFLUENCE

**Date: December 2, 2003 Location: Building 950, Room 710**  
**CHRIS Code: 001116 SESSION #: 0001 Cost: \$100.00**

Through case studies, analysis of the video, *12 Angry Men*, role-plays and a simulation, participants will analyze six styles of influencing others.

By the end of the workshop, participants will be able to:

- Distinguish between formal and informal power
  - Describe six styles of influence and the advantages and disadvantages of using each when managing employees
  - Recognize the advantages of reasoning and coalition building styles in working with others
  - Practice the steps of coalition building
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## CONSTRUCTIVE CONFLICT RESOLUTION

**Date: December 3, 2003 Location: Building 950, Room 710**  
**CHRIS Code: 000071 SESSION #: 0009 Cost: \$100.00**

This is a one day course that provide simulations, case studies and role-plays for participants to examine the causes of conflicts and the different styles of responding to conflict; determining when each style is most appropriate and practice strategies for managing conflicts to achieve better decisions and better relationships.

By the end of the workshop, participants will be able to:

- Recognize the common causes of conflicts
- Identify five styles of responding to conflict
- State the pros, cons and appropriate situations for each style
- Use the steps of interest based negotiating in resolving a conflict
- Practice at least two techniques for managing conflicts on teams



# HEADQUARTERS EMPLOYEES WORKLIFE CENTER

## TRAINING ANNOUNCEMENT

**COURSE TITLE:** **CSRS RETIREMENT PREPARATION SEMINAR**  
**CHRIS CODE:** 000033  
**SESSION #:** 0030

**COURSE DATE:** August 5-7, 2003  
**LOCATION:** Forestall Building  
1000 Independence Avenue, SW  
**ROOM 1E-245**  
Washington, DC 20585

**COST:** \$300.00

**TIME:** 8:30 a.m. to 4:00 p.m.

**RECOMMENDED  
PREREQUISITE(S):** NONE

**TARGET AUDIENCE:** **Open to CSRS employees only and their spouses**  
(Attendance of a spouse must be noted in the training objectives block in CHRIS, Block 16).

**COURSE DESCRIPTION:** This seminar is designed to stimulate positive thinking towards proper planning for post-retirement years. Emphasis will be placed on advanced pre-retirement planning rather than specific retirement benefits. This seminar will cover: Civil Service Retirement System (CSRS) benefits, health benefits, life insurance, Thrift Savings Plan, estate planning, financial planning, tax and legal issues, health and fitness or health considerations, social security benefits and Medicare; and life after retirement.

**REGISTRATION PROCEDURE:** ***Please use the Corporate Human Resource Information System (CHRIS) Workflow process to request enrollment or contact your Training Coordinator.***

**POINT OF CONTACT:** For questions pertaining to this course that are not covered in the above information, please contact: Peggy Robinson, Project Manager, on (202) 586-2591. For enrollment status please call 6-2452. Accommodations for people with disabilities will be provided upon request.

*None of the information or opinions presented at this session constitutes or should be inferred to be an endorsement or recommendation of any product, service, or enterprise by the Federal Government, Department of Energy or any employee of the Department of Energy.*



# HEADQUARTERS EMPLOYEES WORKLIFE CENTER

## TRAINING ANNOUNCEMENT

**COURSE TITLE:** FERS RETIREMENT PREPARATION SEMINAR  
**CHRIS CODE:** 000033  
**SESSION #:** 0027

**COURSE DATE:** August 13-15, 2003  
**LOCATION:** Germantown Building  
19901 Germantown Road  
**Main Auditorium**  
Germantown, MD 20874

**COST:** \$300.00

**TIME:** 8:30 a.m. to 4:00 p.m.

**RECOMMENDED  
PREREQUISITE(S):** NONE

**TARGET AUDIENCE:** **Open to FERS employees only and their spouses.**  
(Attendance of a spouse must be noted in the training objectives block in CHRIS, Block 16).

**COURSE DESCRIPTION:** This seminar is designed to stimulate positive thinking towards proper planning for post-retirement years. Emphasis will be placed on advanced pre-retirement planning rather than specific retirement benefits. This seminar will cover: Federal Employees Retirement System (FERS) benefits, health benefits, life insurance, Thrift Savings Plan, estate planning, financial planning, tax and legal issues, health and fitness or health considerations, social security benefits and Medicare; and life after retirement.

**REGISTRATION PROCEDURE:** *Please use the Corporate Human Resource Information System (CHRIS) Workflow process to request enrollment or contact your Training Coordinator.*

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